

ADMINISTRATIVE MEMO NO. 3

August 28, 1942

RELATION OF OPERATING UNITS TO OVERHEAD  
OR SUPERVISORY STAFF

The following memorandum attempts to outline the functions performed by the three members of the general overhead or supervisory staff: Mr. Leigh, Mr. Graves and Mr. Moore.

A general principle is that routine activities within the Service or between the Service and other agencies are carried on by the operating units without reference to the Director's Office, but that all new policies or major changes of any kind are referred. The reason for this is that policies, programs, personnel changes and items of the budget never really stand alone, but are always problems of relationship and choice. Overhead controls exist to see the various policies in relation to each other, and more or less serve that purpose.

A. Personnel: All matters of personnel involving change, promotion, or suggestion of resignation are reported to and, in the formal sense, handled through the overhead offices. The personnel records, leave of absence and other operating matters are in charge of Mr. Moore. The permanent personnel file is in Mr. Moore's office. In many cases active personnel files for applicants under consideration are kept in the office of Mr. Graves or Dr. Watson, but these are always more or less on loan from the permanent file which is to be kept in one place. New appointments and promotions for less than \$2600 positions are referred to Mr. Moore and Mr. Graves. New appointments and promotions to major positions (more than \$2600) are referred to Mr. Graves, and by him to Mr. Leigh.

B. Budget: The current operations and budget control are in charge of Mr. Moore. Changes of allocations within the budget are made by Mr. Leigh, Mr. Graves and Mr. Moore. New budget plans are made jointly by Mr. Moore, Mr. Graves and Mr. Leigh, in conference with division chiefs.

C. Supplies and Equipment: These are in charge of Mr. Moore.

D. Editorial Policies: These are in charge of the division chiefs, except for major changes, issuance of new publications, etc., which are referred to Mr. Graves and Mr. Leigh.

E. Liaison with Outside Agencies: When established as matters of routine, these are carried on by various members of the staff dealing with specific areas and preparing reports for which outside

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agencies are clients. Often such relationships give rise to proposals for new methods of liaison. All such proposals should be reported to Mr. Leigh, who is generally in charge of all matters of liaison with outside agencies.

F. With agreed exceptions, and following general Governmental practice, the Director signs all correspondence and messages originating with or sent to outside agencies. Copies of important messages involving policy sent over the ticker or cable should be sent to the Director's Office. Incoming mail and telegrams addressed to division chiefs and some of the section chiefs (Grandin, Watson, Porter, Noel) are sent directly when received, from Mail and Files to these offices. When such incoming mail contains matters of policy or new arrangements, it should be routed to Mr. Graves and Mr. Leigh for their information. This may be before or after action has been taken, depending upon the necessity for speed. In Mr. Graves' absence Mr. Leigh will act to handle matters normally referred to him, and vice versa. All communications with the field offices should be sent to Mr. Grandin, who is in charge of the field offices.

/s/ Robert D. Leigh

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